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Agricultural Development Performance in South Buton Regency: An Assessment of the New Autonomous Region

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The development of the agricultural sector in new autonomous regions (NAR) faces numerous challenges. These regions generally experience limited agricultural infrastructure, suboptimal human resources, and evolving institutional capacity. Such conditions contribute to low agricultural productivity and restricted technological innovation in the sector. Moreover, ineffective coordination between institutions and stakeholders further impedes the achievement of sustainable agricultural development targets. In this context, both civil servants—acting as extension workers, policymakers, and facilitators—and farmers as the primary actors in agricultural activities play strategic roles in advancing agricultural development. The performance of both groups is crucial in enhancing productivity and facilitating the adoption of technological innovations in the sector. Addressing these challenges requires an effective managerial approach, including the application of a leadership style that improves employee performance and empowers farmers. Servant leadership and a strong work culture are pivotal factors in achieving improved agricultural sector performance in new autonomous regions. This study aims to examine the role of servant leadership in influencing work culture and employee performance in NAR, with work culture functioning as a mediating variable. A quantitative approach employing explanatory research methods was utilized. The research sample comprised 342 civil servants from the South Buton Regency Government. Data were collected via questionnaires and analyzed using Structural Equation Modeling (SEM) with a significance level of 0.05. SEM analysis was chosen as the preferred analytical tool due to its effectiveness in addressing complex relationships involving multiple exogenous and endogenous variables. In the constructed conceptual model, the exogenous variable (servant leadership) also acts as an endogenous variable through its influence on work culture. The results indicated that servant leadership had a positive and significant effect on employee performance, with a p-value of 0.000 (<0.05). Furthermore, work culture also exhibited a positive and significant impact on employee performance. The indirect effect test confirmed that work culture served as a significant mediating variable in the relationship between servant leadership and employee performance. These findings highlight that the implementation of effective service-oriented leadership, coupled with the reinforcement of a positive work culture, can significantly enhance civil servant performance. This improvement contributes to strengthening agricultural extension services, mentoring, and technology transfer to farmers. Consequently, these efforts play a crucial role in supporting the achievement of sustainable agricultural development targets in new autonomous regions. This study provides valuable implications for policymakers in NAR, emphasizing the need to formulate strategies that promote service-oriented leadership, foster a productive work culture, and enhance collaboration between employees and farmers. These strategies are essential in improving agricultural sector performance and ensuring the successful realization of sustainable development goals in new autonomous regions.

Keywords: Development, performance, agricultural sector, new autonomous region, human resource management, employees, farmers.

INTRODUCTION

The development of the agricultural sector in new autonomous regions (NAR) faces various challenges, including limited infrastructure, suboptimal human resources, and evolving institutional capacity. These issues contribute to low agricultural productivity and hinder technological innovation. Ineffective coordination between institutions and stakeholders further delays the achievement of sustainable agricultural development targets.

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To address these challenges, an effective managerial approach is essential, particularly one that incorporates servant leadership and a strong work culture. A service-oriented leadership style can foster a conducive work environment, enhance employee motivation, and encourage optimal contributions from state civil servants in achieving agricultural development goals. This study aims to examine how servant leadership and work culture can improve government performance in advancing the agricultural sector in NAR.

The performance of public organizations has become a key research focus, particularly in improving the delivery of efficient public services. Researchers have increasingly sought to understand and address common challenges faced by public institutions, often described as "public sector diseases" (Cera & Kusaku, 2020).

Employee performance is a key driver of organizational growth, encompassing various dimensions such as task performance, organizational citizenship behavior, and counterproductive behavior. These dimensions highlight different aspects of performance, from individual accomplishments to the quality of interactions with colleagues, all of which collectively influence team and overall organizational outcomes (Atatsi et al., 2019). Therefore, organizational performance is highly dependent on individual performance, so a leader cannot ignore the need to understand the characteristics of individuals as subordinates and coworkers. Effective leaders must be able to recognize how differences in these characteristics affect employee behavior and performance (Wibisono et al., 2024).

Human resource management (HRM) is an important factor that greatly influences the success of an organization (Dewi & Wibowo, 2020). Like other management functions, HRM activities need to be developed, evaluated, and adjusted to improve individual and organizational performance (Mathis & Jackson, 2008). In HRM theory, employees are seen as important assets that must be fostered by the organization, because they are an important part of the production process (Paais & Pattiruhu, 2020). Therefore, organizations must prioritize the selection of employees who are loyal, proactive, and have strong initiatives to provide optimal performance, so that they can ensure sustainable organizational growth (Astuty & Udin, 2020).

Leadership also plays an important role in driving organizational success. Without qualified leadership, achieving organizational goals and adapting to internal and external changes will be challenging (Dewi & Wibowo, 2020). As stated by Srimulyani & Hermanto (2023), leaders adopt diverse leadership styles to shape and instill a positive work culture in their organizations. Organizational culture, as a key component of organizational strategy, is essential in motivating employees to perform at their best. In addition, organizational culture significantly shapes the behavior of its members (Ezekiel & Ikyanyon, 2012). Effective organizational management can foster a strong organizational culture that encourages a sense of unity, belonging, and shared values among employees (Abdullahi et al., 2021). Organizations that effectively foster their culture gain competitive advantage, increase crisis resilience, and are better prepared to face disruption (Sabuhari et al., 2020). Therefore, organizational culture plays an important role in shaping employee performance, especially for state civil servants in local government environments.

Based on the results of the performance evaluation of regional apparatus organizations within the South Buton Regency Government in 2023, it is known that most of the main performance indicators of regional apparatus organizations, which are the performance targets of Primary High Officials, were not achieved. This is because in carrying out their duties, the staff focuses more on fulfilling basic responsibilities without making maximum efforts to support the achievement of targets and performance targets that are the responsibility of their superiors. As a result, many structural officials, especially Primary High Officials, failed to achieve the targets set in their performance agreements. This condition highlights the importance of the role of leadership style in improving staff performance in order to encourage the achievement of targets and performance targets in the performance agreements of structural officials within the South Buton Regency Government.

Research conducted by Dinarwati (2021) revealed that leadership style does not have a significant impact on employee performance, but has a positive and significant influence on organizational culture and work motivation. In contrast, research conducted by Marasabessy et al. (2022) found that leadership style has a positive and significant impact on employee performance. This difference in findings highlights the need for further research to understand the contextual factors that influence the effectiveness of certain leadership styles on employee performance.

Purnamasari et al. (2021) found that transformational leadership has a positive impact on work culture, which in turn improves employee performance. On the other hand, Hernawan (2021) reported that organizational culture did not have a significant impact on employee performance. This inconsistency underscores the importance of further research to assess the role of work culture as a mediating or moderating factor in the relationship between leadership and employee performance.

Most of the existing studies focus on transformational leadership or other leadership styles, while research on servant leadership is still limited. Given the unique nature of servant leadership compared to other leadership approaches, further investigation is needed to explore its impact on work culture and employee performance, as well as the potential differences in its impact compared to other leadership styles. By addressing these research gaps and inconsistencies, this study aims to analyze the influence of servant leadership on

work culture, the impact of organizational culture on employee performance, the direct impact of servant leadership on performance, and the indirect impact of servant leadership on performance through the mediation of work culture.

***Performance*:** Performance is an attitude that is clearly visible in each individual as a result of activities carried out according to their position in the organization. Performance has many definitions, but the most relevant is performance as a result of relevant actions from an employee (Sturman & Park, 2016). According to Alsubaie (2021), performance is considered as meeting deadlines, completing assigned tasks, achieving functional and organizational goals, and team output in an organization. In many ways, performance also considers the level of employee involvement in the day-to-day operations of the organization.

Performance can be defined as how a person is expected to function and behave according to the tasks assigned to him/her. At the individual level, performance includes job satisfaction, goal achievement, and stress levels. Employee performance is the achievement obtained by a person in carrying out their duties (Swedana, 2023). Employee performance refers to the outcomes achieved through work activities, reflecting an individual's abilities across different situations. It encompasses task completion within the designated timeframe, employee competence, and the level of effectiveness and efficiency demonstrated in performing duties (Robbins & Judge, 2019). Employee performance includes the implementation of roles and responsibilities to contribute to the creation of a product, service, or the implementation of administrative tasks.

Mathis and Jackson (2008) describe employee performance as the actions employees take — or fail to take — that affect their overall contribution to the organization. This contribution is influenced by three main elements: the individual's ability to perform the task, the effort they put in, and the level of support provided by the organization. In addition, several important factors such as motivation, leadership, and job satisfaction significantly affect performance. Motivation serves as an important driver for improving performance, while employee satisfaction is closely related to the role of leadership in fostering a positive and professional work environment (Paais & Pattiruhu, 2020). According to Shwedeh et al. (2023), employee performance can also be shaped by digital transformation, which involves five main variables: employee commitment, leadership style, digital-friendly organizational culture, employee attitudes and job satisfaction, and support provided to employees.

Bernardin and Russell (1997) introduced six main criteria for assessing performance: quality, quantity, timeliness, cost efficiency, supervision requirements, and interpersonal impact. Likewise, Dessler (1997) outlined performance evaluation indicators that include skills in planning, organizing, directing, controlling, and problem analysis.

Through research on new work needs for frontline workers, Chen et al. (2019) stated that regulations are needed to regulate that performance assessments including civil servants are carried out by combining employee performance target values and work behavior values. The assessment can be given a weighting of 70% for Employee Performance Targets and 30% for work behavior, or 60% for SKP and 40% for work behavior.

The civil servant performance assessment is carried out through stages that include: Planning that considers various aspects, including targets, achievements, results, benefits achieved, and employee behavior. This performance assessment is objective, measurable, accountable, participatory, and transparent to ensure fair and effective assessment results.

***Servant leadership*:** Leadership has been studied more deeply than organizational culture, leading to a confusing diffusion of concepts and ideas related to the nature of leadership. The debate about whether someone is born a leader or can be trained to be a leader, as well as the characteristics of successful leaders, are frequently discussed topics (Schein, 2004).

In every organization there is a leader who plays a role in directing and empowering the potential of organizational members with various leadership styles. A leader is an individual who has the ability to influence other members. Meanwhile, leadership is the essence of the implementation of influence carried out by a member of a group or organization on other members in order to encourage the group or organization to achieve its goals. Leadership can also be interpreted as an effort to use influence to motivate individuals to achieve certain goals. Effective leaders must be able to manage individual, group, and organizational goals.

Leadership is also a form of domination achieved through an individual's ability to encourage or invite others to do something based on group acceptance and specific skills appropriate to a particular situation. According to Duncan (Robbins & Judge, 2019), in his leadership study found two types of leadership behavior, namely employee-oriented and production-oriented.

One of the prominent leadership styles is servant leadership. It begins with working with others, and helping them achieve common goals. A servant leader is an individual who first becomes a servant based on the belief that anyone who wants to lead must first serve. This conscious choice to serve is what ultimately leads the individual to become a leader (Spears & Lawrence, 2002).

Servant leadership emphasizes meeting individual needs and supporting followers in achieving those needs (Alahbabi et al., 2021). This leadership style is holistic and multidimensional, encompassing the rational, relational, ethical, emotional, and spiritual aspects of both the leader and the follower (Sendjaya & Cooper, 2010).

Spears and Lawrence (2002) identified ten key traits that characterize servant leadership: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, management, commitment to individual growth, and fostering a sense of community.

The Servant Leadership Assessment Instrument (SLAI) is commonly used to assess servant leadership. This tool evaluates five key aspects: love, empowerment, vision, humility, and trust (Dennis & Bocarnea, 2005). Furthermore, Ehrhart (2004) outlined seven key indicators of servant leadership, each of which is associated with two specific behaviors. These indicators include building relationships with subordinates, empowering them, supporting their growth and success, demonstrating ethical behavior, applying conceptual skills, prioritizing subordinates, and creating value for individuals outside the organization.

***Work culture*:** The term "culture" comes from the Sanskrit word budhaya, the plural of budhi, which means "reason" or anything related to reason, values, and mental attitudes. Budhi daya means empowering budi, as in English it is known as culture, which originally meant cultivating or doing something (agriculture). This concept then developed into a way for humans to actualize their feelings (value), will (creativity), and works (performance) (Indrawijaya, 2010; Schein, 2004).

Organizational culture is an intangible social force that influences individuals within the organization to perform their tasks. Although these cultural values are not physically visible, they function as a driving force that shapes behavior to enhance performance effectiveness. Employees experience this culture, which then shapes their perceptions, fostering patterns of beliefs, values, and expectations.

Organizational culture is characterized by several key elements, including observable behavioral patterns, established norms, dominant values, guiding philosophies, rules, and the overall organizational climate. Cameron & Quinn (2011) illustrate the levels of cultural elements, from elements that are difficult to observe to the most obvious elements. These elements include:

a. Implicit Assumptions: The most basic level that reflects beliefs and values that are taken for granted;
b. Conscious Contracts and Norms: Rules and procedures that govern human interactions;
c. Artifacts: Real representations of culture such as office buildings, work clothes, room layout, and organizational symbols; and
d. Explicit Behaviors: Behavior that can be directly observed from members of the organization.

Work culture plays a vital role in organizations, serving multiple functions. It acts as a distinguishing factor between organizations, provides a sense of identity for members, promotes commitment beyond individual interests, enhances social system stability, and serves as the cohesive force that unites the organization. Additionally, work culture guides employee behavior within the organization (Robbins & Judge, 2019).

Another key function of work culture is its influence on improving employee performance. In government institutions, management processes are governed by established regulations, which include organizational structures, standard operating procedures, and technical guidelines that direct task execution. As a result, work culture in government organizations significantly impacts employee performance (Widayani et al., 2022).

On the other hand, there is a local culture of sarapataanguna which is the philosophy of life of the Buton people. Sarapataanguna is local wisdom that acts as a collective identity to strengthen primordial loyalty to the nation, society, and groups in Buton society. This local wisdom plays an important role in binding community members in various aspects of life, including in government (Lukman et al., 2022).

***Performance of agricultural sector development in South Buton Regency*:** To evaluate the agricultural sector's performance in South Buton Regency, one of the key indicators utilized is the Gross Regional Domestic Product (GRDP) of the agricultural sector. GRDP represents the total added value produced by all production units within a specific region over a defined period. This measurement can be conducted using two pricing approaches: current prices and constant prices.

GRDP at Current Prices is measuring the added value of goods and services produced by a region in a certain period using the prices prevailing in that period. This GRDP reflects the nominal value without taking into account inflation or price changes over time. Therefore, an increase in GRDP at current prices can be caused by increased production or price increases (inflation).

GRDP at Constant Prices is measuring the added value of goods and services using fixed (constant) prices in a certain base year. This approach aims to eliminate the influence of inflation so that it reflects real economic growth. In other words, GRDP at constant prices shows changes in the actual volume of production or output over time.

The data presented shows the development of Gross Regional Domestic Product (GRDP) at current prices and GRDP at constant prices in South Buton Regency in the period 2019 to 2023. GRDP-At Current Prices experienced a significant increase from IDR 908,850.77 million in 2019 to IDR 1,279,902.43 million in 2023. This increase reflects nominal economic growth which includes inflation factors and price changes.

Meanwhile, GRDP-At Constant Prices which reflects real economic growth also shows a positive trend, increasing from IDR 602,060.74 million in 2019 to IDR 758,732.34 million in 2023. The consistent increase in GRDP-At Constant Prices indicates an increase in productivity or sustainable real economic growth in the agricultural sector. The quite striking

difference between GRDP-At Current Prices and GRDP-At Constant Prices shows that inflation plays a role in the growth of overall economic value. Thus, this data indicates that the agricultural sector in South Buton Regency continues to grow, driven by increased production and rising market prices that occurred during the period.

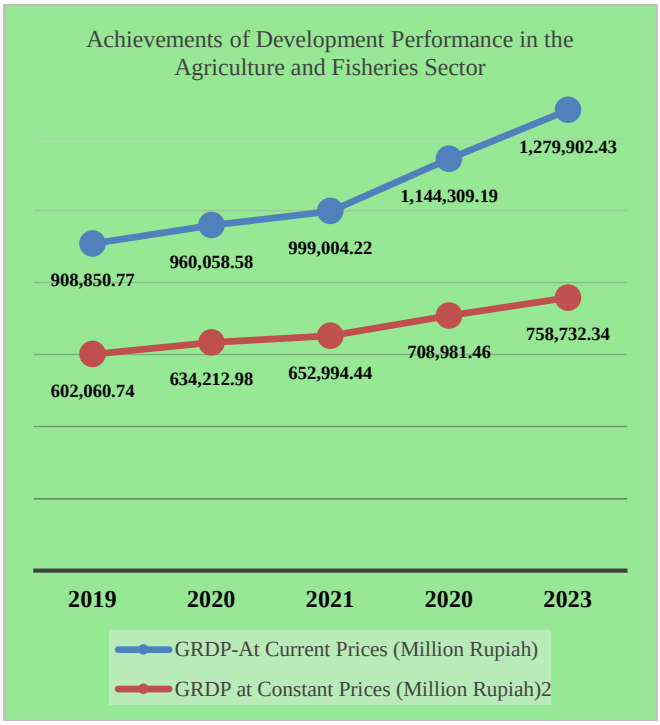

Figure 1. Achievements of Development of the Agriculture and Fisheries Sector in the GRDP of South Buton Regency in 2019-2023.

In assessing the performance of local governments, Gross Regional Domestic Product (GRDP) data is an important indicator that reflects the effectiveness of government efforts in managing agricultural resources to drive economic growth. Assessment of local government performance in the agricultural sector not only looks at the increase in nominal GRDP (based on current prices), but can also obtain a more accurate assessment through analysis of real GRDP (based on constant prices). This method reflects actual economic growth by eliminating the influence of inflation, thus providing a clearer picture of the actual progress of the sector.

The consistent increase in GRDP at Constant Prices over time shows that the South Buton Regency Government has shown good performance in advancing the agricultural sector. This progress can be attributed to various strategic initiatives, such as implementing policies to increase productivity, improving agricultural infrastructure, and empowering local farmers. These efforts are in line with the broader concept of performance, which emphasizes the achievement of results based on effectiveness, efficiency, and positive impacts on the community.

Therefore, the continuous trend of increasing GRDP at Constant Prices reflects the optimal performance of local governments in strengthening the agricultural sector. As a major contributor to the regional economy, the growth of the agricultural sector highlights the success of strategic interventions designed to increase productivity and improve farmers' welfare, which ultimately supports sustainable economic development in South Buton Regency.

***Vegetable planting production in south Buton Regency*:** The contribution of the agricultural sector to the economy is generally generated from food crops (vegetables and fruits) and plantations. However, performance during 2019-2023 was very volatile. This sub-sector is the backbone of the regional economy because most local people depend on agricultural activities as their main livelihood.

As seen in Table 1, vegetable production in South Buton Regency during the 2019-2023 period showed quite significant fluctuations. In 2019, total production reached 8,799 quintals, which was the highest figure in the five years. This achievement was most likely supported by optimal agricultural conditions, such as favorable weather, availability of sufficient production facilities, and the application of good cultivation techniques. However, in the following year, there was a fairly drastic decline in production, with a total of only 5,123 quintals in 2020. This decline was likely caused by external factors such as bad weather, pest attacks, or a decrease in the area of planted land. In 2021, production increased significantly again to reach 7,991 quintals, indicating a recovery in the agricultural sector. This can be attributed to improvements in cultivation strategies, the use of superior varieties, or support from the local government in the recovery of the agricultural sector. However, this positive trend did not continue in 2022, where production again decreased drastically to its lowest point, namely 3,775 quintals. Most likely, this condition was influenced by extreme weather factors, limited agricultural resources, or declining interest from farmers in cultivating certain vegetable commodities.

Entering 2023, vegetable production showed a slight recovery with a total yield reaching 4,495 quintals. Although it has increased compared to the previous year, this figure is still far below the best achievements in 2019 and 2021. This indicates that the agricultural sector in South Buton Regency still faces challenges that require more serious attention.

Based on production data of various vegetable commodities in South Buton Regency during the 2019-2023 period, there were quite significant fluctuations in almost all types of plants observed. These fluctuations reflect challenges in production stability which are likely influenced by weather factors, availability of production facilities, planting patterns, and market demand.

Table 1. Vegetable planting production in South Buton Regency 2019-2023.

Commodity	Year (quintal)				
	2019	**2020**	**2021**	**2022**	**2023**
Shallots	1.482	2.376	3.640	587	657
Spinach	507	273	272	81	135
String Bean	116	40	27	5	13
Chili Peppers	660	247	173	388	457
Large Chili Peppers	348	289	37	61	30
Long Beans	575	398	82	202	185
Water Spinach	776	250	257	217	458
Cucumbers	20	103	294	103	6
Cabbage	13	44	23	50	16
Chayote	23	76	315	171	20
Mustard Green /Chinese Cabbage	392	322	239	119	203
Eggplant	658	611	1.121	306	382
Tomatoes	3.229	94	1.511	1.485	1.933
Total	8.799	5.123	7.991	3.775	4.495

Shallot production, for example, showed a significant increase in 2021 with a yield reaching 3,640 quintals. However, the following year there was a sharp decline with yields reaching only 587 quintals in 2022 and increasing slightly to 657 quintals in 2023. These fluctuations were likely caused by extreme weather factors, pest attacks, or reduced interest from farmers in cultivating the commodity. Tomatoes also experienced striking variations in production. After peaking in 2019 with a production of 3,229 quintals, the harvest dropped drastically to only 94 quintals in 2020, before increasing again to reach 1,933 quintals in 2023. This pattern shows that although the market potential for tomatoes is quite good, production is not yet stable.

Several other commodities such as spinach, beans, and cucumbers showed a fairly drastic downward trend throughout the period. Spinach production, which reached 507 quintals in 2019, fell sharply to only 135 quintals in 2023. This decline was likely caused by a reduction in planting area, changes in cultivation patterns, or decreasing market demand. A similar condition also occurred in beans, which experienced a significant decline from 116 quintals in 2019 to only 13 quintals in 2023, indicating serious challenges in cultivating this crop.

On the other hand, several commodities such as cayenne pepper, kale, and eggplant show relatively stable production patterns, although they still experience small fluctuations. For example, cayenne pepper decreased in 2021 to 173 quintals, but increased again to 457 quintals in 2023. This stability shows that the commodity has quite good market demand and farmers are able to adjust planting patterns to existing conditions. Water spinach also shows a relatively stable production trend, even in 2023 its production increased to 458 quintals after experiencing a decline in previous years.

Meanwhile, chayote shows promising potential with a significant increase in production in 2021 to 315 quintals. Although it decreased again the following year, these results show that chayote has the opportunity to be further developed if supported by the right cultivation techniques.

The quite striking fluctuations in vegetable production in South Buton Regency indicate challenges in maintaining the stability of agricultural output. Factors such as climate change, pest attacks, suboptimal cultivation practices, and market price fluctuations are thought to be the main causes of these conditions.

However, several commodities such as tomatoes, shallots, and cayenne pepper still show promising potential if managed properly. To optimize this potential while overcoming existing challenges, comprehensive strategic steps are needed.

***Fruit crop production in South Buton Regency*:** Almost the same pattern in fruit commodities. As seen in Table 2, fruit planting production in South Buton Regency 2019-2023 also experienced fluctuations.

Table 2. Fruit Planting Production in South Buton Regency 2019-2023.

Commodity	Year (quintal)				
	2019	**2020**	**2021**	**2022**	**2023**
Avocado	21	94	51	17	24
Star fruit	31	185	22	21	34
Water apple	61	822	210	406	527
Guava	76	1144	238	111	79
Big orange	189	444	4	11	51
Siamese oranges	4764	2590	103	60	259
Mango	592	7202	1002	816	3975
Jackfruit	569	869	93	406	1040
Pineapple	7	10			2
Papaya	487	5051	1645	1691	1438
Banana	7723	104880	17474	33733	36342
Snakefruit	3	20	21		1
Soursop	66	1123	152	55	84
Breadfruit	487	802	282	360	689
Total	15076	125236	21297	37687	44545

Based on fruit production data in South Buton Regency during the 2019-2023 period, there were significant fluctuations in almost all types of commodities observed. Total production experienced a significant spike in 2020 with total production reaching 125,236 quintals, but then dropped drastically in 2021 to 21,297 quintals, before increasing again to reach 44,545 quintals in 2023. This fluctuation reflects the challenges in maintaining production stability, which is likely influenced by weather factors, availability of production facilities, planting patterns, and market demand.

Commodities such as bananas show very drastic changes in production. In 2020, banana production jumped sharply to

104,880 quintals, much higher than in other years. However, this production then dropped quite significantly in the following years, although it was still relatively high in 2023 (36,342 quintals). This trend indicates that bananas are a leading commodity with large production potential, although the harvest tends to fluctuate. Other commodities such as mango and papaya also experienced a similar pattern, with a significant spike in 2020 which then dropped drastically in the following years.

Several commodities show a significant downward trend. For example, tangerines, which reached 4,764 quintals in 2019, experienced a sharp decline to only 259 quintals in 2023. A similar decline was also seen in guava, which from a production of 1,144 quintals in 2020 fell to only 79 quintals in 2023.

Several commodities show a more stable production trend despite small fluctuations. For example, avocado, starfruit, and breadfruit have maintained relatively consistent production in the last five years. Meanwhile, commodities such as pineapple and snake fruit have shown very small and unstable production results over the last five years, indicating challenges in the development of these two commodities.

Overall, the quite striking fluctuation pattern in several commodities indicates challenges in maintaining the stability of fruit production in South Buton Regency. To overcome this challenge, strategic steps are needed such as implementing better cultivation techniques, selecting varieties that are more resistant to climate change, and developing an effective marketing network so that production results can be properly absorbed.

***Plantation crop production in South Buton Regency*:** The four commodities that showed stable production throughout the 2019-2023 period were cashew nuts, coconut, coffee, and cocoa, as shown in Table 3 which contains data on the development of the plantation sector in South Buton Regency. Based on plantation production data in South Buton Regency during the period 2019-2023, there were quite significant fluctuations in the production results of various commodities observed. This fluctuation reflects the challenges in maintaining the stability of plantation production in the area.

Table 3. Plantation crop production in South Buton Regency 2019-2023.

Commodity	Year (ton)				
	2019	2020	2021	2022	2023
Cashew	1,736.7	1,469.0	5,206.0	168.6	657.2
Coconut	275.8	294	281.5	559.2	548.1
Coffee	12.13	9.45	-	1.3	1.30
Cocoa	0.78	3.13	0.11	0.22	0.40
Total	2,025.5	1,775.6	5,487.6	729.3	1,207.0

Cashew is a commodity with the largest production volume compared to other commodities. Its production experienced a significant spike in 2021, reaching 5,206.01 tons, much higher than in previous years. However, in 2022, cashew production dropped drastically to only 168.60 tons before increasing again in 2023 with a yield of 657.20 tons. This sharp fluctuation is likely influenced by weather factors, pest attacks, or reduced interest from farmers in cultivating this commodity in certain years.

Coconut production tends to be more stable with less pronounced fluctuations. The highest production was recorded in 2022 with a yield of 559.20 tons, while in other years, production was relatively stable in the range of 275-548 tons. This trend shows that coconut is a commodity that is more resistant to changes in environmental conditions or other external factors.

Coffee production shows a downward trend. After recording a result of 12.13 tons in 2019, production continued to decline until reaching its lowest point in 2022 and 2023 with only 1.3 tons. This decline indicates that coffee faces significant challenges, both in terms of cultivation, weather, and market.

Cocoa production showed relatively small results with a fluctuating trend throughout the period. In 2020, cocoa production reached its highest figure of 3.13 tons, but decreased drastically in the following years with results below 1 ton. This indicates that cocoa has not developed optimally in South Buton Regency.

Total plantation production in South Buton Regency shows a fluctuating pattern. After recording a result of 2,025.45 tons in 2019, production decreased to 1,775.59 tons in 2020. However, in 2021, there was a very significant spike in production to reach 5,487.62 tons. This sharp increase was most likely influenced by the production of cashew nuts which dominate plantation results in the area.

Overall, total plantation production in South Buton Regency shows a fluctuating pattern. After recording a yield of 2,025.45 tons in 2019, production decreased to 1,775.59 tons in 2020. However, in 2021, there was a very significant spike in production to reach 5,487.62 tons. This sharp increase was most likely influenced by the production of cashew nuts which dominate plantation yields in the area.

In 2022, total production decreased drastically again to 729.32 tons, which was most likely influenced by extreme weather factors, pest attacks, or reduced cultivation activities for superior commodities. Production increased again in 2023 with a total yield reaching 1,207 tons, indicating a recovery although it had not reached the highest production level in 2021.

Given the large fluctuation in total production, it can be concluded that plantation yields in South Buton Regency are greatly influenced by superior commodities such as cashew nuts and coconuts. Therefore, an appropriate strategy is needed to maintain production stability, such as the application of modern agricultural technology, improving the quality of plantation management, and developing a more effective marketing system.

This quite striking production fluctuation highlights the importance of implementing a more effective strategy in plantation management. Strategic steps that can be implemented include the application of more modern agricultural technology, selecting superior varieties that are adaptive to environmental conditions, and educating farmers about sustainable cultivation techniques to increase production stability.

MATERIALS AND METHODS

***Study design and hypothesis*:** This study employs a quantitative approach and follows an explanatory research design, which seeks to clarify observed phenomena. Explanatory research aims to describe the relationships between variables and explain how one variable influences another (Ghanad, 2023). The research framework is illustrated in Figure 2 below.

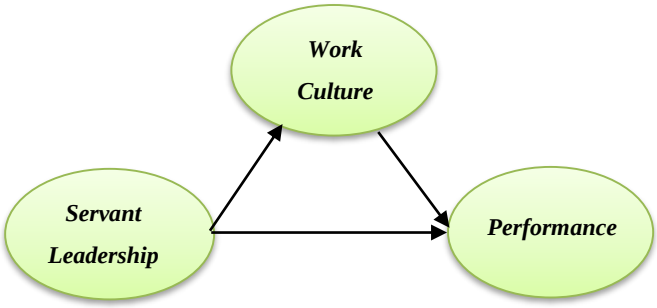

Figure 2. Research model.

This study proposes four hypotheses that summarize the alleged relationships between the main variables studied. The first hypothesis (H1) states that servant leadership has a positive and significant effect on work culture. This means that leaders who prioritize serving employees, show empathy, and support individual development have the potential to create a strong and positive work culture in the organization. Leadership that focuses on service tends to encourage the creation of a harmonious, collaborative, and growth-oriented work environment.

The second hypothesis (H2) states that work culture has a positive and significant effect on employee performance. This hypothesis suggests that a well-formed work culture—characterized by shared values, prevailing norms, and consistent behavioral patterns—can increase employee motivation, loyalty, and overall performance.

The third hypothesis (H3) confirms that servant leadership has a positive and significant effect on employee performance. This suggests that leaders with a servant leadership style—which focuses on providing support, empowerment, and individual development—can directly contribute to improving employee performance. Leaders with this approach play an active role in providing direction, creating a supportive work environment, and motivating employees to reach their full potential.

The fourth hypothesis (H4) states that work culture acts as a mediator in the relationship between servant leadership and employee performance. In other words, servant leadership not only has a direct impact on employee performance, but also has an indirect effect through strengthening a positive work culture. A strong work culture serves as a link that strengthens the positive impact of servant leadership on achieving optimal performance.

These four hypotheses as a whole attempt to explore the complex relationship between leadership style, work culture, and employee performance. This series of hypotheses provides a comprehensive framework for understanding the key factors that contribute to the success of effective organizational management.

***Samples/participants*:** The number of samples was 349 people from a total population of 2,783 Civil Servants of the South Buton Regency Government. The number of samples was determined by the Slovin equation. In terms of withdrawal using simple random sampling.

***Variables*:** The research variables consist of three. Servant leadership, work culture, and performance. As presented in Figure 2, the variable of servant leadership is an independent variable (X) to explain the effect on work culture (Y), work culture is an independent variable (X) to explain its effect on performance (Y), servant leadership is an independent variable (X) on performance (Y), and servant leadership (X) on performance (Y) through the mediation of work culture (X).

***Instruments and validation*:** The main instrument used in this study is a structured questionnaire designed to collect data related to the variables studied. To ensure the accuracy and consistency of the data obtained, validity testing is an important step that must be taken.

This validity test includes two main types of testing, namely convergent validity and discriminant validity. Convergent validity aims to assess the extent to which a number of indicators that measure one construct have a high relationship. Convergent validity assessment is usually carried out by looking at the Average Variance Extracted (AVE) value, the outer loading value, or a combination of both.

In order for a construct to meet adequate convergent validity criteria, the AVE value obtained is ideally greater than 0.5. If there is a variable with an AVE value below this limit, then the latent variable in question is considered not to meet the required validity standards, so it needs to be considered for removal from the research model.

In addition to AVE, convergent validity can also be assessed through the outer loading value. In confirmatory research, the recommended outer loading value should be greater than 0.7, while in exploratory or developmental research, an outer loading value exceeding 0.5 is considered acceptable. In some cases, outer loading values between 0.5 and 0.6 are still

tolerable, especially in development research. However, if the outer loading value falls below 0.4, the related indicators need to be removed from the model to maintain the robustness of the measurement instrument (Ghozali & Latan, 2014).

By assessing AVE and outer loading, researchers can ensure that the instrument effectively measures the intended variables, thereby strengthening the reliability and validity of the overall research findings.

***Data analysis*:** The inferential analysis technique used in this study to test the proposed hypothesis is Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach (Ghozali & Latan, 2014). SEM-PLS was chosen because it is suitable for analyzing complex models with many variables and indicators, especially in exploratory or predictive research.

This study follows two main testing stages: outer model testing and inner model testing.

1. Outer Model Testing

The outer model testing aims to assess the validity and reliability of the measurement model. This step ensures that the indicators measure the intended latent variables accurately. Only after all variables and indicators meet the established validity and reliability criteria can the study proceed to the next stage.

2. Inner Model Testing

The inner model testing evaluates the structural model, which describes the relationship between latent variables. To ensure the effectiveness of the model in explaining this relationship, three main assessments are carried out:

R-Square (R^2) Testing: This test measures the predictive accuracy of the model by assessing how well the independent variables explain the dependent variable. R^2 values are categorized as follows:

≥ 0.67 = Strong predictive accuracy

≥ 0.33 = Moderate predictive accuracy

≥ 0.19 = Weak predictive accuracy

F-Square (F^2) Test: This test evaluates the effect size of each predictor variable on the dependent variable, providing insight into the practical significance of the relationship.

Hypothesis Testing: This step involves examining the P-Value, T-Statistic, and Original Sample values to determine the significance and strength of the hypothesized relationship. A P-value less than 0.05 usually indicates a statistically significant effect.

In this study, direct and indirect effect hypothesis testing was conducted to analyze the influence of variables and assess potential mediation effects. This comprehensive testing procedure ensures the robustness and reliability of the research findings.

RESULTS

***Hypothesis testing results of path coefficients/direct effect test*:** The significance of the direct effect hypothesis can be determined by examining the path coefficient table, which presents the estimated output values (as shown in Table 4). The assessment of significance is usually based on a 5% significance level ($\alpha = 0.05$).

In this context, a hypothesis is considered statistically significant if the P-value is less than 0.050 (Ghozali, 2018). This limit serves as the main criterion in determining whether the null hypothesis (Ho) is rejected or accepted, and whether the alternative hypothesis (Ha) can be accepted.

In accordance with applicable statistical guidelines, if the P-value is less than the significance level (P-value $<\alpha$), then the results indicate a statistically significant effect. Thus, the null hypothesis (Ho) will be rejected, while the alternative hypothesis (Ha) is declared accepted. This result indicates that the tested variable has a significant impact on the research model.

Based on the results of the analysis presented in the previous table, the alternative hypothesis in this study is proven with a P-value of 0.000, which is less than the significance limit of 0.05. This causes the null hypothesis to be rejected.

These findings indicate that the servant leadership variable has a significant effect on work culture. In addition, work culture has also been shown to have a significant impact on employee performance. These results further emphasize that servant leadership has a direct influence on employee performance. This evidence highlights the important role of servant leadership style and work culture in improving employee performance outcomes.

Table 4. Results of direct effect hypothesis testing.

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Info.
KM->BK	0,862	0,865	0,018	47,977	0,000	Accepted
BK->KP	-0,282	-0,281	0,041	6,914	0,000	Accepted
KM->KP	0,179	0,179	0,041	4,358	0,000	Accepted

Table 5. Results of indirect effect hypothesis testing.

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
KM -> BK -> KP	-0,244	-0,243	0,035	6,988	0,000	Diterima

***Indirect effect hypothesis testing*:** Indirect effect analysis was conducted to test the role of mediating variables, namely work culture, in explaining the relationship between the independent variable (servant leadership) and the dependent variable (performance). The mediating variable functions as an intermediary that can explain some or all of the influence given by the independent variable to the dependent variable. In this study, the indirect effect analysis aims to assess whether the mediating variable significantly strengthens or weakens the relationship between the variables studied. Knowing the existence of a mediating effect is very important to understand the mechanisms underlying the relationship found in the research model.

The results of the indirect effect analysis, including relevant statistical values such as p-values, T-statistics, and path coefficients, are presented in Table 5 below. These values help determine whether the mediating variable plays a significant role in influencing the outcome variable, providing deeper insight into the structural relationships within the research framework.

Based on the analysis results shown in the table above, the alternative hypothesis in this study is declared accepted, marked by a p-value of 0.000 which is smaller than the significance threshold of 0.05. Thus, the null hypothesis is rejected. These results prove that work culture plays a role as a mediating variable in the relationship between servant leadership and employee performance. This finding shows that servant leadership has a positive influence on work culture, which ultimately contributes to improving employee performance. The existence of this mediation effect confirms that the creation of a strong work culture plays an important role in maximizing the positive influence of leadership on overall employee performance.

***Results of the determination coefficient test (R^2)*:** The R-square value, also known as the coefficient of determination, is a statistical measure that indicates the extent to which variability in the dependent variable can be explained by the independent variables in a particular model. This value plays an important role in assessing how well the model can explain the relationship between the variables studied and how strongly the independent variables are able to predict the expected results.

The range of R-square values ranges from 0 to 1. The closer to 1, the better the model's ability to explain the variation that occurs in the dependent variable. Conversely, if the value is close to 0, then the model has weak explanatory power, indicating that the independent variables are less effective in predicting the dependent variable.

In addition to R-square, there is also Adjusted R-square which is an additional indicator that improves the R-square estimate by considering the number of independent variables used in the model. Adjusted R-square is considered more accurate in assessing the predictive ability of the model, especially in models involving many independent variables, because it is able to correct potential bias that can occur due to the addition of too many variables to the model.

The R-square and Adjusted R-square values obtained from the analysis are presented in Table 6 below, which provides insight into the strength and effectiveness of the proposed model in explaining the relationships among the studied variables.

Table 6. R square and Adjusted R square values.

Variable	R Square	R Square Adjusted	Information
Work Culture	0,747	0,746	0,746
Servant Leadership	0,531	0,529	0,529
Performance	0,933	0,933	0,933

The results of the analysis show that servant leadership and work culture have a significant role in influencing employee performance. In addition, the results also reveal that work culture functions as an important mediating variable in strengthening the relationship between service leadership and employee performance. This mediation effect confirms that the positive impact of service leadership on employee performance will be greater if supported by a solid and conducive work culture. In other words, although service leadership directly contributes positively to employee performance, the influence will be more optimal if supported by a supportive, collaborative, and value-oriented work environment. These findings highlight the importance of building a strong organizational culture that fosters mutual trust, cooperation, and shared values in order to maximize the positive impact of leadership on overall employee performance.

DISCUSSION

The State Civil Apparatus is a vital element in supporting the performance of the Regional Apparatus Organization in order to achieve organizational targets. In South Buton Regency, the performance of the State Civil Apparatus is influenced by the servant leadership style and the work culture applied. The servant leadership style applied in agencies or work units plays an important role in shaping the behavior of the State Civil Apparatus. In this context, servant leadership is an effective approach because it is able to guide, inspire, and advocate for subordinates. With good guidance, the work culture of the State Civil Apparatus will be stronger so that their performance can be improved.

This finding confirms various previous theoretical evidence. Dastane (2020) stated that an organization must be led by a leader with a highly competent personality in order to ensure that employees receive adequate guidance in daily operations and achieve organizational goals. The important emphasis is that organizational leaders tend to focus on control, but there is a need to be more oriented towards flexibility. Control over

flexible leadership behavior is considered more appropriate for the organization because it can increase company effectiveness as well as employee performance. This is becoming increasingly important, especially in environments with a strong bureaucratic culture (Abbas, 2023).

Changes in leadership style will generally be followed by changes in organizational culture in the same direction. This shows a positive and unidirectional relationship between leadership style and organizational culture (Hosseini et al., 2019). Friendly leadership has been shown to have a significant influence on employee performance, while authoritarian or overly pushy leadership has a negative impact on their performance. Friendly leadership plays an important role in increasing employee engagement, which ultimately contributes to their overall performance (Nur et al., 2021). One form of friendly leadership is servant leadership. This leadership style has a very significant influence on work culture and employee performance. Therefore, the implementation of servant leadership is very important in building a positive work culture while encouraging the achievement of predetermined performance targets.

In addition to leadership style (serving), organizational culture also has a major influence on employee productivity. A strong culture can strengthen employee performance and contribute to the growth of an organization. Every organization has a unique culture and values, which must be understood and internalized by every employee, regardless of their background. The level of employee ability to adapt to and integrate with the company culture will greatly affect their performance. An effective organizational culture can create unity and consistency in the behavior of organizational members, thereby increasing employee dedication, efficiency, and overall effectiveness (Cherian et al., 2021; Rachmanantya et al., 2020).

In addition to providing a direct influence on employee performance, work culture also plays a role as a mediator in connecting the influence of servant leadership on the performance of the State Civil Apparatus. In South Buton Regency, the implementation of the "BerAKHLAK" work culture combined with local culture creates a work environment that is oriented towards public service with local wisdom values. The collaboration of the two cultures contributes significantly to improving the performance of the State Civil Apparatus, so that it is able to encourage the achievement of local government performance targets.

This success can be attributed to various strategic policies implemented by local governments, such as increasing farmers' access to agricultural production facilities, developing agricultural infrastructure, and implementing technological innovations that support agricultural productivity. The implementation of these policies demonstrates the effective performance of local governments in improving the agricultural sector in real terms.

In addition to strategic policies, the performance of state civil servants as policy implementers also plays an important role in supporting the achievement of agricultural development targets. State civil servants who are competent, dedicated, and implement a work culture oriented towards public service are able to increase the effectiveness of development programs. Adaptive, inclusive, and collaboration-oriented leadership styles have been proven to be able to drive optimal performance of state civil servants, especially in the bureaucratic public sector (Lukman et al., 2022).

Thus, the positive trend in increasing GRDP-at constant prices of South Buton Regency reflects the effective performance of the local government in managing the agricultural sector. This achievement not only reflects the increase in the value of agricultural production, but also reflects the ability of the local government to optimize resources, implement appropriate policies, and build a work culture that supports the achievement of regional development goals.

***Conclusion*:** Based on the results of the research that has been conducted, it can be concluded that all hypotheses proposed in this study are proven and supported by the existing data. First, the results of the study show that servant leadership has a positive and significant influence on work culture (H1). This finding indicates that leaders who apply a servant leadership style are able to create a better, more harmonious, and conducive work environment. The main characteristics of servant leadership, such as empathy, listening skills, and commitment to serving employee needs, contribute to building positive values in the organization. With this approach, employees feel appreciated, supported, and more motivated to contribute to achieving organizational goals. As a result, a positive work culture will be formed, where cooperation, effective communication, and mutual trust among team members increase.

Second, this study also confirms that work culture has a positive and significant influence on employee performance (H2). This finding confirms that organizations that have a strong, stable, and supportive work culture will have a major impact on employee productivity and performance. A good work culture can create a comfortable, disciplined, and goal-oriented work environment. With a positive work culture, employees will find it easier to understand their responsibilities, comply with applicable procedures, and contribute maximally to improving organizational performance.

Third, the results of the study also prove that servant leadership has a positive and significant influence on employee performance (H3). This shows that leaders who apply a servant leadership style can directly improve employee performance. Through guidance, motivation, and attention given by a servant-oriented leader, employees feel more cared for, appreciated, and encouraged to provide

optimal work results. Leaders with this approach not only provide instructions, but also play an active role in supporting the professional needs and development of employees. As a result, employee loyalty, involvement, and dedication to work will increase, thus contributing significantly to achieving better performance.

Finally, this study also revealed that work culture acts as a significant mediator in the relationship between servant leadership and employee performance (H4). This finding confirms that although servant leadership has a direct influence on employee performance, the impact will be stronger if supported by a positive work culture. In other words, a good work culture serves to strengthen the relationship between servant leadership and employee performance. A healthy work culture can create a harmonious work atmosphere, increase employee responsibility, and strengthen communication and teamwork. This shows that creating a conducive work culture is a key factor in maximizing the effectiveness of servant leadership style in improving employee performance.

***Theoretical implications*:** There are three theoretical implications of the results of this study. *First*, it is related to the development of the theory of servant leadership. That, this finding strengthens the theory of servant leadership which states that leaders who focus on serving their subordinates are able to create a conducive work environment. This result supports the concept that servant leadership not only has a direct effect on performance, but also contributes to forming a strong work culture.

Second, its implications in terms of the role of work culture as a mediating variable. That work culture plays a significant mediation role broadens the understanding of how work culture becomes a key mechanism that connects servant leadership with employee performance. This provides a new contribution to the study of organizational theory and human resource management, especially in the context of the public sector.

Third, it is related to confirmation in the context of local government. This study confirms that the concept of servant leadership which is generally applied in the private sector is also relevant to the public sector, especially in the State Civil Apparatus (ASN) environment. Thus, these results enrich the literature on leadership and work culture in government bureaucratic organizations.

As factual evidence, the performance of the regional government plays a very important role in achieving development targets, including in the agricultural sector which is a leading sector in South Buton Regency. The indicator used to assess this achievement is Gross Regional Domestic Product (GRDP). GRDP is calculated using two approaches, namely GRDP at current prices and GRDP at constant prices. That GRDP-at current prices of South Buton Regency increased from IDR 908,850.77 million in 2019 to IDR 1,279,902.43 million in 2023. Meanwhile, GRDP-at constant prices increased from IDR 602,060.74 million in 2019 to IDR 758,732.34 million in 2023. The significant increase in GRDP-at constant prices indicates sustainable growth in agricultural sector productivity, which reflects the success of the regional government in supporting the development of this sector.

However, the increase in GRDP in South Buton Regency has not been optimal, especially from the food crops and plantation sub-sectors. This is due to quite significant production fluctuations during the 2019-2023 period, with a downward trend in several main commodities. Data shows that vegetable production has experienced striking fluctuations, with peak production occurring in 2019, then experiencing a drastic decline in the following years. This decline is thought to be influenced by factors such as extreme weather, pest attacks, limited production facilities, and declining interest from farmers. A similar trend is also seen in the production of fruits and plantation commodities such as cashew nuts, coconuts, coffee, and cocoa, which show unstable production patterns.

This condition emphasizes the need for a more effective strategy in managing the agricultural and plantation sectors. Efforts that can be made include the application of modern cultivation techniques, selection of superior varieties that are resistant to climate change, and development of a more effective marketing system to maintain production stability and support economic growth in South Buton Regency. In addition, the role of the state civil apparatus (ASN) is very important in driving this sector. With effective leadership and an output-based work culture, ASN are expected to be able to maximize their performance to encourage the achievement of sustainable agricultural development in South Buton Regency.

***Practical implications (Policy)*:** Also focused on three (3) things. *First*, in terms of developing leadership policies in the ASN environment. That these results indicate that local governments, especially in South Buton Regency, need to encourage the implementation of a servant leadership style in OPD and work unit leaders. This can be done through leadership training that focuses on developing skills to guide, inspire, and advocate for employees.

Second, related to strengthening an effective work culture. Given that work culture has been proven to have a significant influence on performance, local governments can strengthen the implementation of the BerAKHLAK work culture which is collaborated with the local Sarapataanguna culture. This strategy can be realized through intensive socialization, training in work culture values, and the application of behavioral standards based on these values in ASN performance evaluations.

Third, in terms of improving ASN performance to support regional development. That by understanding that work

culture plays a mediator that strengthens the influence of servant leadership on ASN performance, regional leaders can optimize the synergy between the right leadership style and the formation of a strong work culture. This step has the potential to improve the quality of public services and the achievement of regional development targets, especially in strategic sectors such as agriculture.

***Research limitations*:** It is recognized that the study has limitations, especially in two (2) aspects that are highlighted. The *First* limitation is seen from the methodological aspect. That this study was built from a quantitative data approach that is limited to correlational relationships, which only focuses on testing the relationship between variables (servant leadership, work culture, and state civil servant performance). Although this approach is effective for measuring influence and causal relationships, this approach tends to be less able to explore deeper contextual aspects, such as social dynamics, individual psychological factors, or situational leadership practices. Next, this study is limited to one administrative area, which only focuses on state civil servants in South Buton Regency. The results obtained may not be fully generalizable to other areas that have different work culture characteristics, leadership styles, or organizational conditions. In terms of the possibility of respondent bias, it is also recognized as a limitation, because data obtained through questionnaires is at risk of experiencing social bias caused by the tendency of respondents to provide answers that are considered "good" or "expected," especially in the context of a bureaucracy that tends to be oriented towards hierarchy and formality. The last is related to contextual variables that are less covered, where this study focuses on three main variables (servant leadership, work culture, and civil servant performance), but there are other factors that have the potential to influence employee performance, such as intrinsic motivation, individual competence, physical work environment, and organizational policies that may not be covered in the research model.
The *Second* limitation comes from the conceptual aspect. First, this study assumes that work culture is a stable and consistent element across work units, whereas work culture can fluctuate along with changes in leadership, policy changes, or social dynamics in the work environment. Second, limitations in measuring ASN performance. That ASN performance is measured in general without considering specific dimensions such as service innovation, administrative efficiency, or public satisfaction which are important indicators in assessing bureaucratic performance.

***Future research suggestions*:** There are three aspects that need to be followed up in future studies. *First*, using a mixed methods approach to explore more in-depth qualitative aspects of social dynamics, employee perceptions, and challenges of implementing servant leadership. *Second*, conducting cross-regional research to see how geographic, social, and cultural factors influence the effectiveness of servant leadership and work culture. *Third*, adding other variables such as work motivation, individual competence, or leader communication style that can provide a more holistic understanding of the factors that influence ASN performance.

***CRediT author statement*:** Muhazir is responsible for data collection, data analysis, data interpretation, and manuscript preparation. Usman Rianse is responsible for the concept and design of the study. Endro Sukotjo is responsible for data interpretation. Sri Wiyati Mahrani is responsible for data analysis and data interpretation.

***Conflict of interest*:** This research was conducted independently and free from conflicts of interest, where the researcher has no professional, financial, or affiliation that could affect objectivity in data collection, analysis of results, and drawing conclusions. The entire research process, including the preparation of instruments such as questionnaires and interviews, was designed neutrally to avoid bias that could affect respondents' answers. Decisions on data analysis and interpretation of results were based entirely on the empirical findings obtained, so that the results of this study can be trusted as a valid and accurate scientific contribution.

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***Ethical statement*:** The content of this manuscript is free from potential ethical violations, such as plagiarism and data manipulation. The entire research process was carried out by prioritizing academic integrity, including honesty in data collection, analysis, and reporting of results. Every source used has been properly cited according to scientific principles to ensure the originality of this work. In addition, the data presented are factual research results and are not manipulated to support certain hypotheses. Thus, this manuscript is expected to contribute positively to the development of science by upholding the principles of research ethics.

***Availability of data and material*:** The data is openly available in the repository so that it can be accessed and read

by all parties. The data has been neatly and completely arranged to support research transparency and make it easier for other researchers to conduct verification or further studies.

***Consent to participate*:** The author has approved the contents of the manuscript for publication as stated in the author's statement. This approval is given consciously and voluntarily after fully understanding the responsibilities and implications of such publication.

***Consent for publication*:** The author has approved the contents of the manuscript for publication as stated in the author's statement. This approval is given with full awareness after understanding the entire contents and implications of the publication.

***Informed consent*:** Written informed consent was obtained from all participants regarding publishing their data and photographs

***SDG's addressed*:** Decent Work and Economic Growth; Resilient Institutions; No Poverty; Zero Hunger; Quality Education.

***Policy referred*:** Indonesia's New Autonomous Region (NAR) Policy (Pemekaran Daerah); Decentralization and Regional Autonomy Policy; Agricultural Development and Food Security Policy.

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